



**NORTH SEATTLE
COLLEGE**

One of the Seattle Colleges



Property Management

Bachelor of Applied Science

Program Proposal

North Seattle College

Revised, September 2016

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Form A: Cover Sheet, Statement of Need

Program Information

Program Name: Residential and Commercial Property Management

Institution Name: North Seattle College

Degree: BAS **CIP Code:** 52-0798

Name of existing technical associate degree(s) that will serve as the foundation for this program:

Degree: Accounting AAS-T **CIP Code:** 52-0302 **Year Began:** 2014

Degree: Business AAS-T **CIP Code:** 52-0201 **Year Began:** 2012

Proposed Start Implementation Date: Fall 2017

Projected Enrollment (FTES) in Year One: 20 **at Full Enrollment by Year:** 3 (46 FTES)

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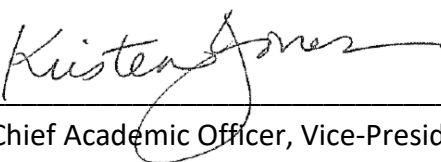
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Chief Academic Officer, Vice-President of Instruction

August 11, 2016

Date

Introduction to the degree

North Seattle College proposes to develop a bachelor of applied science (BAS) degree in Residential and Commercial Property Management (RCPM) to serve the real estate industry, public sector agencies, and other private companies that are developing and managing residential, commercial, and mixed use facilities in the central Puget Sound area. This would be the first and only property management baccalaureate program in the northwest. The courses will be taught primarily through a hybrid instructional modality, with face-to-face class meetings offered during the evenings and weekends to accommodate working students.

Land use policy, changes in consumer tastes, transportation investments, and corporate siting decisions (e.g., Amazon, Adobe, Google, Microsoft, and global health) are all converging toward greater urban density in the Seattle metropolitan area. This has led to the construction of residential and mixed commercial/residential properties in close proximity to downtown locations or adjacent to public transportation nodes and corridors. Each of these properties requires property management services requiring knowledge and skills in marketing, renting/leasing, accounting, building management and real estate law. The prospect is for continued development of high density properties and ongoing need for property managers. Nearly three-fourths of all property managers in Washington State have some post-secondary education and 35% had a Bachelor's degree or higher. Nearly thirty percent had an Associate degree or long-term certificate (2009-11 data).¹

The *Statement of Need* for this program described in detail information on the building boom underway in King County for properties that require property management services. There is no indication that the current high level of development and construction activity will subside soon. But if it does, employment levels will be maintained since buildings continue to require property management services, even during recessionary periods.

The employment demand forecasts for Property Managers reflect the growth in building activity. According to EMSI, Inc. demand for Property, Real Estate, and Community Association Managers (SOC 11-9141) in the Seattle-Bellevue-Tacoma MSA is forecast to grow by 11% in the next ten years (2016-2026) and 13% statewide. Each year, an average of 479 property manager jobs will be filled in the MSA and 879 statewide. Current estimates are that 42% of existing property managers are 55 and older, so attrition will create most of the job openings, in addition to new property development. In fact, over the next 10 years, the total number of MSA property manager job openings (4,900) will equal 30% of the current total of 16,279 jobs. Median hourly earnings for King County property managers is \$31.12 (\$64,700/year).

¹ Analysis of 2009-11 ACS Census data by the Washington Student Achievement Council. More recent O*NET data places the percentage of property managers in Washington with a BA or higher at 56%.

North Seattle College proposes an applied baccalaureate degree in Property Management that brings together theory and practice and prepares graduates to work effectively as managers with skills needed to administer facilities efficiently and responsibly. The program is multi-disciplinary, combining courses in business, accounting, and real estate. It is designed to build upon either the General Business or Accounting Associate Transfer degrees offered by North Seattle College. Some students may also enter the program from the Real Estate AAS degree with some additional coursework.

As indicated above, as many as half of the Seattle area’s property managers already hold a bachelor’s degree, but it is likely to be in another field. As more and more mixed use developments are built and as property regulations and practices increase in complexity, the demand for upgrade training and education is increasing. Property management companies have consistently told North Seattle College that they would prefer to hire better-trained, baccalaureate-level managers, so they could do less training with new hires to get them to the knowledge and skill level they need. Building this BAS program will produce a better pipeline of talent for these companies, allowing them to hire more productive and better-skilled managers, and save money on upgrade training.

The BAS in Property Management would begin admitting students in the fall of 2017. The following program proposal demonstrates how the Property Management BAS will provide the academic rigor, student support, and program quality that will be required for student and program success.

1. Curriculum demonstrates baccalaureate level rigor

The curriculum for the RCPM BAS degree has been developed with the input of many experts, both within Washington state professional/technical colleges, professionals in practice, and national experts. Program learning outcomes were developed with the input of North’s business, accounting and real estate faculty, national industry organizations such as the National Apartment Association and the Institute for Real Estate Management (IREM).

We spoke with regional colleges and universities offering four-year degrees in residential and commercial property management, and studied several Bachelor degree programs in property management from across the nation to develop our course list.² Local employers and industry trade associations participated in the development of the courses and provided examples of professional licenses and certificate educational materials.

² IREM has identified ten baccalaureate-level property management programs across the country.

A program advisory board was formed to review the course outlines to ensure that the program content covered all of the required materials for successful entry into management positions. The Program Advisory Board held its first meeting on June 29, 2016 to review the draft course offerings and gave its suggestions and authorization to move forward with this proposal. A list of current members is found in Appendix 1, and NSC's intention is to add to the list upon program approval.

North's Curriculum and Academic Standards Committee reviewed the course descriptions and Program Planning Guide during its June 14, 2016 and approved the courses to move forward with development.

North Seattle College has created an articulated sequence using our own Business and Accounting AAS-T degrees and our BAS program plan to ensure that the learning outcomes will be met and evaluated throughout.

RCPM BAS Program Outcomes:

Industry experts identified the following Program Learning Outcomes as essential for graduates upon completion:

1. Demonstrate **understanding and application** of the principles and scope of residential and commercial real estate property management.
2. Understand the economic factors that influence property management strategies and real estate ownership.
3. Perform property management activities including **the creation and use of** budgets, management plans, property analysis and physical maintenance plans for sample properties, and manage information systems and gather and assess information to produce the maximum return over the long run for property owners.
4. **Create and assess** merchandising strategies and then develop and present recommendations to owners/investors.
5. Use **technology, software and computer applications** to support real estate property management related research, analysis, reporting, and marketing activities.
6. Apply critical thinking and computer competency in using various software programs and internet resources typically used by property managers.
7. Identify **and demonstrate understanding of** the legal and insurance issues that can affect managed properties.
8. Hire and manage personnel effectively.
9. Exhibit the knowledge to practice according to the ethical and legal standards of the Real Estate and Real Property Management industries, **and apply those standards appropriately.**
10. **Demonstrate understanding and the proper application of** Landlord/Tenant Law, Contract Law, Civil Rights and Fair Housing Federal, State and Local Laws and Regulations.
11. Select and prepare various leases for various residential, office, commercial and industrial spaces.
12. **Create and evaluate** marketing plans to lease residential and commercial space.
13. Provide examples of sustainable and environmentally sustainable "Green" products, **and create** strategies for improving and/or maintaining an existing building and increase its value.

14. Display an understanding of accounting procedures used to record and evaluate income and expenses of residential and commercial rental property.
15. Demonstrate effective communication skills required for real estate property managers.
16. Exhibit ability to interact successfully with all stakeholders and the public.
17. Evaluate prospective tenants based on research and collected information from a variety of sources.
18. Assess **and analyze** determinants of supply and demand and pricing in residential and commercial rental markets.
19. Use quantitative reasoning processes to understand, analyze, interpret, and solve quantitative problems that property managers must complete like computing rent and operating expense per square foot for commercial property.
20. Understand and analyze community associations' budgets, financial reports and community association's governing documents.
21. **Create and implement** a plan to develop and nurture a professional property management and real estate network.
22. **Demonstrate the ability to develop a plan for** ongoing learning and professional development activities that will contribute to personal and professional growth and the improvement of the Real Estate Property Management industry.

North Seattle currently has an extensive program review process that it will incorporate into its RCPM BAS program evaluation. It is a two-year process that examines all aspects of the program. The evaluation includes the following components:

- Total state and contract funded enrollments for the program
- Student FTE
- Faculty FTE
- Student/faculty ratio
- Student demographics including ethnicity, gender, age
- Course-level student success (Course Completion Rates)
- Program-level student success rates including retention, progression and completion rates across courses

Student learning will also be assessed for learning and competencies relating to the course outcomes, the program outcomes, and the college's Essential Learning Outcomes.

The college will continuously work with the RCPM BAS Program Advisory Board to ensure that they are engaged and supportive of the program and represent a variety of residential and commercial property management stakeholders. The Advisory Committee, in turn, will also assess the program based in part on the criteria stated above, but also on their own workforce needs and the needs of the property management profession.

In addition, the program staff will **work directly with area property management companies** to ensure that there are internship and employment opportunities for students in the RCPM program, and for graduates. Program staff (**program manager and internship coordinator**) will

track wages upon hiring and advancement opportunities of our graduates as well as on-the-job retention at six months and one year. A survey will be developed to gauge employer satisfaction with our graduates to see where we can improve our curriculum; a similar survey will be sent to our employed graduates to determine their satisfaction with the program.

RCPM program staff and the NSC Instruction Division will assess the impact of the RCPM program on our current certificate and associate degree coursework in terms of quality, resources, and campus climate and culture. **Regularly scheduled division meetings will give BAS faculty an opportunity to identify any recurring student issues or faculty support needs that are going unmet, so that remedial strategies can be developed and implemented.**

Finally, program staff and the NSC Executive Dean for Career/Workforce Education will assess the cost effectiveness of the program on an annual basis.

Admissions Criteria and Prerequisites:

The Property Management BAS degree is an extension of the General Business Associate of Applied Science Transfer (AAS-T) degree, and the Accounting Associate of Applied Science Transfer (AAS-T) degree. However, students from several different business-related programs will be qualified to enter the baccalaureate degree program. Students may also enter the program with an AAS in Real Estate, but this is not the preferred pathway, and most will need to take additional general education and other required pre-requisite courses prior to BAS program entry. North Seattle College plans on creating an AAS-T degree program in Real Estate that will enable students to move into the Property Management BAS degree more efficiently than is currently possible.

Property Management BAS Program Entry Prerequisites: Students entering the RCPM BAS program will, in general, need to have completed an associate degree (though which they will have satisfied their quantitative reasoning requirement and taken some general education classes) and have taken the following pre-requisite classes for entry:

- ENGL&101 English Composition
- ACCT&201 Financial Accounting I
- ACCT&202 Financial Accounting II
- ACCT&203 Managerial Accounting
- BUS&201 Business Law, or RES170 Real Estate Law
- BUS210 Business and Economic Statistics.

Note that these are the same pre-requisite classes required for entry into North Seattle College’s International Business BAS degree program. Students taking these classes and completing an associate degree will be able to choose between the two BAS programs.

2+2 Pathways, Property Management BAS Degree

Division	General Business AAS-T	Accounting AAS-T	Real Estate AAS
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Lower Division Classes	General Education (30): ENGL&101, Composition* MATH116, Math Applications Natural Science (lab course), 5 cr. Humanities course, 5 cr. ECON&201, Microeconomics ECON&202, Macroeconomics. Business Degree Courses (60): ACCT&201, Financial Acct. I* ACCT&202, Financial Acct. II* ACCT&203, Managerial Acct.* BUS&101, Introduction to Business BUS112, Multicultural in Workplace BUS114, Introduction to Marketing BUS&201 Business Law* BUS&210, Business & Econ. Stats.* BUS215, Intro. to International Bus. BUS236, Interpersonal Comm. Business/Account. Electives, 10 cr.	General Education (30): ENGL&101, Composition* MATH116, Math Applications Natural Science (lab course), 5 cr. Humanities course, 5 cr. ECON&201, Microeconomics ECON&202, Macroeconomics. Accounting Degree Courses (60): ACCT&201, Financial Acct. I* ACCT&202, Financial Acct. II* ACCT&203, Managerial Acct.* ACCT 131, QuickBooks ACCT 255, Personal Income Tax ACCT 257, Business Tax Acct. BUS124, Excel for Business BUS&201 Business Law* BUS&210, Business & Econ. Stats.* BUS236, Interpersonal Comm. Business/Account. Electives, 10 cr.	General Education (15): ENGL&101, Composition* MATH&107 or 116 Social Studies, 5 cr. Real Estate Courses (75): BUS140, Customer Relations BUS236, Interpersonal Comm. RES100, Real Estate Fundamentals RES101, Technology for Real Estate RES106, Real Estate Fraud RES110, Intro. to Commercial RE RES130 Green Real Estate RES141, Land Use Principles RES142, Inspecting Condition of RE RES150, Residential Sales & Leasing RES170, Real Estate Law* RES175, Introduction to Title RES177, Real Estate Taxes RES180, Basic Appraisal RES10 Real Estate Escrow I RES202, Multi-Family PM RES210, Real Estate Investment RES217, RE Development/Sustain. RES220 Real Estate Economics RES235, Sales and Marketing RES260, RE Finance-Commercial RES290, Commercial Sales & Lease
Additional BAS Pre-Requisite Classes (*) Prior to Program Entry	None	None	ACCT&201, Financial Acct. I* ACCT&202, Financial Acct. II* ACCT&203, Managerial Acct.* BUS&210, Business & Econ. Stats.*
BAS Upper Division Classes	General Education (30): ENGL&235 Technical Writing ENV170, Energy and Resources CMST&220, Public Speaking 3 General Education Classes, 15 cr. Property Management Degree Courses (60): INFO 300, Intro to Info. Resources for Research RCPM301, Principles of Residential PM RCPM302, Professional Development RCPM310, Student, Senior, Military Housing RCPM320, Fin. Accounting Systems for PM RCPM350, Cost Controls/Revenue Management for PM	Property Management Degree Courses (Continued) RCPM311, Marketing and Leasing of Residential RE RCPM313, Marketing and Leasing of Commercial RE RCPM315, Customer Service for Property Managers RCPM330, Diversity and Team Building RCPM401, Real Estate Fair Housing Law RCPM402, Leadership and HR Management RCPM410, Professional Ethics in PM RCPM420, Sustainable Facilities Management RCPM490, Capstone Course RCPM495, Baccalaureate Internship RCPM494, Practicum Portfolio RCPM495, Baccalaureate Internship	
Additional Classes	None	None	3 Gen. Education Class, 15 cr. total
Total Credits	180	180	215

Course Titles and Program Planning Sheet

Prerequisites: Many classes have prerequisites. Prerequisites are those classes that prove eligibility for entry-level classes by testing or by having satisfied prior course work. Coursework earned at other institutions must be unofficially evaluated or approved by a program advisor before registering. Courses in this degree with pre-requisites are marked with an asterisk (*). See catalog for more information.

Note: Advanced placement testing, work experience, and transfer of credits may result in course waivers, credit transfer, and advanced placement.

Suggested Course Sequence: This program of study is outlined by quarter, and courses should be taken in the indicated sequence. The number of quarters listed here is minimal. Not all courses are offered

every quarter. Individual student experiences, educational and training background, and personal schedules and demands all may affect the time it takes to finish this program. Also, in general, summer quarter is not considered one of the full-time quarters in the program.

Course Number	Course Name	Credits
Junior Fall		
INFO 300	Introduction to Information Resources for Research	3
RCPM 301	Principles of Residential Property Management	5
RCPM 302	Professional Development	2
	General Education Class	5
Junior Winter		
RCPM 310	Overview of Student, Senior, Military and Affordable Housing	3
RCPM 401	Real Estate and Fair Housing Law	3
RCPM 320	Financial Accounting Systems for Property Management	4
ENGL& 235*	Technical Writing (or other communications class)	5
Junior Spring		
RCPM 350	Cost Controls and Revenue Management for Property Management	4
RCPM 311	Marketing and Leasing of Residential Real Estate	3
RCPM 313	Marketing and Leasing of Commercial Real Estate	3
CMST& 220*	Public Speaking	5
Senior Fall		
RCPM 402	Leadership and Human Resources Management	5
RCPM 420	Sustainable Facilities Management	5
ENVS 170*	Energy and Resources	5
Senior Winter		
RCPM 315	Customer Service Skills for Property Managers	3
RCPM 330	Diversity	2
RCPM 410	Professional Ethics in Property Management	2
RCPM 494	Practicum Portfolio	3
ECON& 201* or ECON& 202*	Micro or Macro Economics (or other general education class if both are already taken)	5
Senior Spring		
RCPM 303	Construction Management	2
RCPM 495	Baccalaureate Internship	3
RCPM 490	Capstone Course	5
	General Education Class	5

* Recommended general education courses.

Course Overviews

Residential and Commercial Property Management BAS

INFO 300	Introduction to Information Resources Develops a framework for research in the online environment and helps build skills and techniques for success as online learners through quarter-long research projects on global issues.	3
RCPM 301	Principals of Residential Property Management Management of multifamily and common interest development property. Employees, management tools, government involvement, client acquisition and tax requirements, leasing and managing property and understanding agents' pre-license and brokerage requirements.	5
RCPM 302	Professional Development Prepare property management students as professionals in a global community. Role-play emphasis on professional dress, dining etiquette, culture and business conversation, job search and placement techniques.	2
RCPM 303	Construction Management An introduction to the field of construction and vendor relationships as presented by professionals in the construction industry to broaden student understanding and develop appreciation of the entire scope of construction within residential property management field.	2
RCPM 310	Overview of Student, Senior, Military and Affordable Housing Contemporary issues affecting residential property management including student, senior, military and tax credit housing.	3
RCPM 311	Marketing and Leasing of Residential Real Estate Application of current theories to market goods and services to selected markets. Includes role of marketing within a society and firm, marketing mix variables, developing marketing strategy, segmenting markets, and analyzing environmental factors that impact the marketing activities of residential real estate. Effective marketing practices, leasing strategies and tactics designed to attract and retain qualified residential tenants to income producing properties.	5

RCPM 313	<p>Marketing and Leasing of Commercial Real Estate</p> <p>Application of current theories to market goods and services to selected markets. Includes role of marketing within a society and firm, marketing mix variables, developing marketing strategy, segmenting markets, and analyzing environmental factors that impact the marketing activities for commercial properties. Effective marketing practices, leasing strategies and tactics designed to attract and retain qualified commercial tenants to income producing properties.</p>	2
RCPM 315	<p>Customer Service Skills for Property Managers</p> <p>Learn the five powerful pillars of a successful business—leadership, culture, service, brand and innovation—are the keys to sustained business excellence.</p>	3
RCPM 320	<p>Financial Accounting Systems for Property Management</p> <p>Introduces students to the software used by asset management and real estate investment companies, which is increasingly required by employers.</p>	3
RCPM 330	<p>Diversity and Team Building</p> <p>Examines the challenges of managing human behavior in organizations and in outward-facing multi-cultural environments. Reviews foundations of modern management thought. Discusses current and emerging management topics: emphasizes leadership, motivation, communication, human relations, team dynamics, job design, organizational development, and managing a diverse workforce.</p>	2
RCPM 350	<p>Cost Controls and Revenue Management for Property Management</p> <p>Study of accounting for corporations, methods of raising capital, analysis of financial statements, introduction to management accounting, product cost accounting systems, profit planning, management performance measures, and capital budgeting.</p>	4
RCPM 401	<p>Real Estate and Fair Housing Law</p> <p>Legal relationships involved in real estate law including owning, leasing, managing and selling interests in real property.</p>	3
RCPM 402	<p>Leadership and Human Resources Management</p> <p>Organization and coordination of personnel practices and methods. Consideration given to communication, employment, staff orientation and training, working conditions, supervision, performance evaluation, collective bargaining, salary administration, health and recreation of a diverse work force employed in domestic and international settings.</p>	5

RCPM 410	Professional Ethics in Property Management Analysis of ethical decisions in property management. Case studies incorporating major laws impacting the property management industry; codes of ethics of major professional societies in property management.	2
RCPM 420	Sustainable Facilities Management Fundamental theory and application of heating, ventilation, air conditioning, plumbing, and fire suppression systems for buildings. Emphasis on system integration and sustainable topics as related to design, construction and management of mechanical construction scope of work.	5
RCPM 490	Capstone Course Preparation of a management plan in the context of a functioning marketplace. Students will seek out and write a management plan that meets the format and content standards for professional accreditation.	5
RCPM 494	Practicum Portfolio	3
RCPM 495	Baccalaureate Internship This course is designed to provide students the opportunity to do a formal internship as part of a Bachelor of Applied Science (BAS) degree. Students will work with an employer of their choice in a role that provides for the utilization of the skills and knowledge learned in their BAS program. Students work with designated internship coordinator/staff to determine appropriate sites, but ultimately are responsible for getting the internship placement themselves.	3

BAS General Education Requirements (including Lower Division Classes)

Communication Skills	10
Quantitative Reasoning	5
Humanities	10
Natural Sciences	10 (at least one lab class)
Social Sciences	10
Additional Gen. Ed.	15

Recommended BAS General Education Courses for This Program:

Communication Skills (10 credits): ENGL&101 English Composition I and ENGL&235 Technical Writing

Social Sciences (10 credits): Micro Economics ECON&201 and Macro Economics ECON&202.

Natural Sciences (10 credits—one class must be a lab class): ENV5170, plus one Natural World lab science class.

Humanities (10 credits): CMST&220 Public Speaking.

This curriculum is demanding especially for those who are holding down full or part-time jobs. Every effort will be made to insure that the students have sufficient help available through tutoring and the early alert system that we are using for our associate degree students. In addition, the college will ensure that once a student is admitted the advising is comprehensive and all the student success resources are made available to the students. See Section 4 for more details on student support services.

Applied Learning Opportunities

This degree includes significant applied learning opportunities. The practicum and capstone are designed to ensure real world, practical applications of the concepts and tools learned.

Credit for Prior Learning

North Seattle Community College will encourage BAS students to apply for Prior Learning Assessment credits if their previous coursework, training, work experience, or military service warrants. Ideally, prior learning assessment would be done at the onset of their associate degree but if this hasn't been done it should be explored with their BAS advisor and then the faculty coordinator upon admittance to the program. The college recognizes the importance and relevance of prior learning assessment and has made strides in making this easily accessible for students.

- North follows the recommendations made by the American Council on Education when evaluating military training and education records. The college's Veteran's Center will help active and veteran military personnel contact appropriate faculty to work with.
- Students may test out of specified courses by taking the final examination. This Credit-by-Exam method is widely used.
- Students may receive credit through the Prior Experiential Learning Portfolio (PELP) program. This method is appropriate for persons who have acquired knowledge and skills in ways that are not covered by "traditional" tests and transcripts. The college has made a special effort to assure that this process is publicized to students. While the review process for PELP is extensive, students will find faculty very helpful in completing the portfolio.

Essential Learning Outcomes

In addition to the Program Outcomes above RCPM students will achieve the same four Essential Learning Outcomes (ELO's) that North Seattle fosters in all its students:

Knowledge – Methodologies, facts, theories, and perspectives within and across disciplines.

Intellectual and Practical Skills, including critical thinking and problem solving, communication and self-expression, quantitative reasoning, information literacy, technological proficiency, collaboration: group and team work.

Personal and Social Responsibility, including civic engagement: local, global, and environmental, intercultural knowledge and competence, ethical awareness and personal integrity, lifelong learning and personal well-being.

Integrative and Applied Learning – synthesis and application of knowledge, skills, and responsibilities to new settings and problems.

The ELO's are embedded in the upper-division courses that are part of the RCPM degree.

2. Qualified faculty

The program planners analyzed the faculty and staff needs of the program as well as their educational and professional qualifications. The number of instructors needed is based on the number of students to be enrolled and the number of courses offered per quarter during the school year. The college projects that there will be eight 300-level courses offered the first year and one 400-level course. During the second year of the program, students will take three 300-level courses and six 400-level courses.

We anticipate hiring one full time faculty member the first year. The full-time faculty member hired just prior to Year 1 of operations will have an advanced degree in Business Administration or a related field. Experience teaching in higher education and advising students will be required. While faculty with Ph.D.'s in business will be preferred, a candidate with a M.B.A. or law degree and extensive experience in residential property management and higher education teaching experience may be equally qualified given the nature of North's applied curriculum. Every effort will be made to find the most qualified candidate who has the credentials, classroom experience, and work experience to be effective. The allocation of teaching assignments between full-time and part-time faculty will depend on their knowledge and expertise. We anticipate hiring additional faculty to staff the courses outlined above.

Some of the key faculty who have been involved in the development of the RCPM BAS program to date, and will remain involved going forward, include the following:

- **David Krull** has helped lead the RCPM BAS program development efforts. David holds a Juris Doctorate law degree. David is the lead instructor for the Hospitality Management BAS program at South Seattle College. He helped develop that BAS program, as well as the Building Science program at South. Before teaching, David served as in-house counsel and chief of staff at Pinnacle Realty Management Company, one of the nation's largest property management companies, with 200,000 units under management.
- **William Holt** is faculty coordinator for NSC's business program. Bill has a Master's degree in Applied Behavioral Science and has taught project development, retail management, and other business courses at NSC. He came to NSC in 1997 and has been a full-time instructor since 2009.
- **Marla Lockhart** is full-time faculty coordinator for NSC's accounting program. Marla has a Master's degree in Accounting and Financial Management and is a CPA. She has taught at NSC since 2003 and has taught a range of accounting and business courses including accounting and bookkeeping systems and business communication.
- **Cate O'Dahl** is faculty coordinator for NSC's Real Estate program where she teaches primarily the Green Real Estate course. Cate has a Bachelor's degree in Environmental Studies from the University of California, Santa Barbara. Before coming to the college in 2008, Cate had worked for 10 years designing and delivering professional development training for the real estate industry on sustainable real estate practices.

Similarly, high standards will apply to any part-time faculty we hire. Part-time instructors selected to teach for the core courses will have an advanced degree in business, real estate or related fields as well as real-world experience directly applicable to the course being taught. A preferred but not required qualification is prior college teaching experience.

The program will also utilize the experience of North's and the District's existing faculty who have earned advanced degrees and have college teaching experience at the four-year level. Selected faculty will be a part of the advisory committees, curriculum development committees, and faculty recruitment committees as well as participate in team-teaching activities and guest lectures.

The General Education requirements will be taught by North's current faculty who possess Master's degrees and, in many cases, doctorates.

Funds will be made available for faculty to further increase their pedagogical skills in order to deliver curriculum that compels and reinforces student engagement. The Seattle District is in an advantageous position with North Seattle, Seattle Central, and South Seattle also offering BAS

degrees in other fields: moreover, there exists a critical mass of faculty within the district who can meet on a periodic basis to share successes and challenges.

All faculty teaching the professional-technical courses will meet the certification requirements proscribed under the Washington Administrative Code.

North Seattle and the Seattle District are deeply committed to hiring diverse faculty. The college participates in national recruiting fairs specifically for faculty of color and advertises with higher education journals that focus on diversity hiring. Selected administrators and faculty from North have been trained at Oregon State University in OSU's recruitment and retention of diverse faculty program, called Search Advocacy. Additional staff will be trained this year. North plans to apply the principles learned at the training to its hiring practices.

3. Selective admissions process, consistent with an open door institution

Students will go through an application process, with clearly-defined minimum qualifications and prerequisites. Students will be expected to have completed an AAS, ATA, AAS-T, AAAS, or AB degree with a minimum 2.0 cumulative GPA. This is the same GPA that is required for NSC's International Business BAS but lower than the 2.5 GPA required by NSC's Application Development and Early Childhood Education BAS programs. The reason we chose the lower GPA for entry is twofold: (1) to maintain consistency in the requirements for entry with the International Business program so that business and accounting students will be able to choose between both programs, and (2) to provide a baccalaureate opportunity to students whose academic success has turned around while at college and are interested in these career tracks. Furthermore, we found no compelling academic justification for requiring a higher GPA for program entry.

Students with post-secondary and practical real estate or property management experience will be given priority for admission in the application review process. The applications will be reviewed and scored by a team of faculty, staff and advisors who know the program. A draft application has been completed and criteria have been set by a subcommittee of the BAS Implementation Team (see Appendix 2). Cohorts are expected to have 25 students with a fall 2017 start, then increase to up to 30 in subsequent cohorts. A summer transition quarter is planned for business and accounting or real estate students who have not taken all of the prerequisite business and accounting classes for program entry. The summer quarter will be the student's opportunity to fill in any course gaps. The students will attend an orientation, and have a Student Handbook that outlines procedures, expectations, and requirements for continuation in good standing in the program.

In the event that there are more applicants who meet all of the qualifications than there are slots available and it is not feasible to set up additional classes the college will admit students based on rank order of GPA and relevant work experience. A wait list will be formed for the remaining qualified candidates. Although the cohort-based program is designed for students to take at least 10 credits of RCPM courses per quarter, every effort will be made to accommodate students who want to progress through the program on a reduced credit load basis.

This process will be evaluated every year. Key factors relevant to the evaluating the process include student diversity, student retention, and academic achievement.

See Appendix 3 for the admission scoring matrix which includes the following scoring factors: completion of the application packet, completion of program pre-requisite classes, completion of an AA degree (students who are close to completion will receive lower scores), the student's personal statement, and their cumulative GPA in lower division classes. Our philosophy and goal with our BAS programs is to maintain as close to open admissions as possible, and to focus on screening for student motivation to complete, a record of academic success, and adequate academic preparation for entry.

Every effort will be made to ensure that the program will serve a diverse population. North Seattle College and the Seattle Colleges are in an excellent position to ensure diversity. The District enrolls about 46,000 students and is second only to the University of Washington in student population in Washington State. It is a very diverse district, with North Seattle enrolling 32% students of color out of a total of 6,100 students in fall 2014. Fifty-one percent of the Seattle District's students are students of color. Moreover, this diversity will strengthen the Property Management program as it develops, and potentially the profession as well.

North Seattle is also in a unique position to recruit diverse and low-income students because of the Opportunity Center for Employment and Education located on North's campus. About 4,000 people come to the OCE&E monthly to seek services from DSHS, Employment Security, King County WorkSource, and the college's Workforce Education Offices. Because staff in the building have been cross-trained, those seeking advanced education will be referred to the college's Workforce Education office and BAS programs.

4. Appropriate student services plan

The North Seattle College Student Development Services (SDS) unit is in a very strong position to accommodate the changes that will occur with the new PM degree. Program staff are currently working on policies and procedures to prepare for the students who are pursuing the new degree. This is happening in the midst of major changes to the SDS area based on the statewide emphasis on the Student Completion Initiative. North is in its third year of offering

more services than ever to ensure that students will be successful in meeting their academic and career goals including a much greater concentration on up-front advising and academic counseling. The new PM students will be able to take advantage of this more focused effort as well as build on the advising and retention strategies being used in our three existing BAS programs. Below is the planned headcount and subsequent FTES count for the program.

Projected Enrollment Levels for Property Management BAS Program

	2017-18	2018-19	2019-20
Matriculated Student Headcount	25	50	50
Forecast FTES*	23	46	46

*FTES forecasts are based on our current 95% retention rate and student course-taking behavior.

The college plans to hire a program manager/advisor to work with the PM students exclusively. The program manager will be able to give comprehensive advising regarding credential evaluations, scheduling, financial aid, academic support options, and other student services needs that may occur. The program manager will complement the Student Development Services departments that are already functioning at a high level. In addition, the program manager and SDS staff will adapt the BAS Student Handbook that has been developed for the BAS programs at North and South Seattle. North can draw on its three years' experience running BAS programs and the many years of BAS experience at South and Central to provide the very best in student support. The PM handbook will include the following:

- Information about college including the goals and student learning outcomes of both the college and PM program specifically
- Procedures for getting started – admissions, advising, registration, financial aid, etc., as well as for finishing – graduation requirements.
- Program policies – leave of absence, satisfactory progress, etc.
- Course of study information – curriculum map, internships
- Student services – veteran's services, bookstore, disability support, etc.
- Academic help – Student Learning Center (tutoring), library, computer labs, etc.

The college expects that most PM students will be eligible for and will want access to financial aid. North Seattle has a full-time dedicated financial aid specialist who works with BAS students. The Student Financial Aid Office will dedicate roughly one-quarter of this staff member's time to work exclusively with the PM BAS students. This staff member will specifically be assigned to help students navigate Veterans Administration requirements, process FAFSA paperwork in a timely manner, and assist students in completing scholarship applications offered both internally and externally. Based on our experience with BAS programs, this is an essential

position. North's SFA Office will secure approval to offer third- and fourth-year funding from the U.S. Department of Education, so that students can be assured of their aid award prior to program enrollment.

This program is designed for hybrid and online instruction with classes meeting on weekday evenings. The program manager and internship coordinator will be available to meet with students and provide support and advising prior to class each evening, as well as online. North Seattle College has recently implemented "Total Tuesdays," which provides students with access to student services, including financial aid, until 7pm.

Another important resource for PM students is the Opportunity Center for Employment and Education on the North campus. As mentioned earlier, this "one stop" center houses the college's Workforce Education offices, the Employment Security/WorkSource offices that can help with additional funding and job search assistance, DSHS offices that can help basic needs such as SNAP benefits (food stamps), cash assistance, medical benefits, as well as twenty community-based organizations that can provide a variety of support to help students with retention and completion efforts.

The college will be expanding internship coordination capacity to serve RCPM BAS students. As has been mentioned in the curriculum section, the internship coordinator will be a key support person in working with faculty to set up the internships and matching student interests with employer needs.

Tutoring services are available at the Student Learning Center on campus. There, students will find tutoring services for business and accounting, English writing and language, and mathematics. Online tutoring is also available through a partnership with the Western eTutoring Consortium. The BAS program manager can arrange for special tutoring needs on behalf of students, as appropriate.

While meaningful upfront advising and orientation are keys to student success, PM faculty and student support staff will focus on retention as well. Faculty will let the advisor know of students who are experiencing difficulty during the program. The staff will make use of the Academic Early Warning system we use with associate degree students. In the first year, faculty mentors will be set up for students and as the program matures second year students will act as mentors for first year students who request additional support. As mentioned earlier, Prior Learning Assessment (PLA) will be used extensively in the program. This is a proven tool for retention. The Council on Adult and Experiential Learning (CAEL) has found that a student who receives PLA credit from his/her four year college is 2.5 times more likely to complete than a student who does not. (The research showed that students from two-year colleges were twice as likely to complete if they receive PLA credit.)

The RCPM degree will have a very positive impact on the student body at North and the District by providing a much greater opportunity for students to successfully transfer to a four-year program. In addition, these students will serve as role models for other students who are not in the program but may aspire to continue their education. North and the District will now be able to offer a significant career and educational ladder from AAS-T to BAS at a convenient location and low cost.

5. Commitment to build and sustain a high quality program

In order to have sufficient time to build out the curriculum and recruit the first cohort of students, North Seattle College is planning to enroll its first cohort of PM BAS students in fall 2017. The 2016-17 academic year will be dedicated to gaining program approval from the Northwest Commission, program development and recruitment.

The program will roughly break even beginning year 3 and thereafter (see budget below). Prior to Year 3, North Seattle College will use excess revenue from its other three BAS programs to support development of the PM BAS in years 0, 1 and 2. Total expenditures in excess of revenues in those initial three years is \$187,000. This is the amount of excess revenue North Seattle College will need to generate to cover the initial start-up costs of the PM BAS program.

The recurring revenue sources will be funds collected from student tuition. The mandated decline in tuition revenues by 20% in 2016-17 has been factored into the revenue estimate. Based on past experience, the mix of upper- and lower-division courses in the students' schedules, prior learning credit, and low BAS student attrition rates, we have been able to calculate an expected average annual upper division tuition revenues of \$5,000 per matriculated BAS student. This net tuition revenue figure is held constant in future budget years. We also have added in as revenue, a modest estimate of tuition derived from non-matriculated students and induced lower division tuition revenue from course enrollment attributable to BAS students taking BAS pre-requisite and general education classes.

The Seattle District has demonstrated the capacity and resources to build and sustain quality baccalaureate programs of study. This will be North Seattle's fourth BAS degree and the tenth BAS degree for the District. This record of accomplishment demonstrates that the college will ensure that adequate financial and human resources are available to make the program a success. The financial plan for the RCPM program proposal is provided below, including projections of all the costs, expenditures, and revenue streams to support the proposal. Moreover, the proposed budget is sufficient to fund the necessary activities to build and sustain an outstanding program that will meet or exceed accreditation standards.

North Seattle projects the expenses to be \$66,818 for the Year 0 planning, marketing and curriculum development phase of the program. Year 1 includes instruction and continued curriculum development costs, with a total of \$247,524 in expenses. Year 2 costs increase with two cohorts of students totaling \$259,539. Costs level-off beginning in year 2 as we move to a consistent three-quarter/two cohort schedule. Once “steady state” operations are achieved in Year 2, the program will take in slightly more in annual tuition revenue as program expenditures. Program expansion will allow the program to generate excess revenue.

Budget for Property Management BAS Degree

Expenses

Staff	2016-17 (0)	2017-18 (1)	2018-19 (2)	2019-20 (3)
PT - Faculty	\$0	\$0	\$18,000	\$18,000
FT Faculty	\$0	\$56,000	\$56,000	\$56,000
FT Faculty Curriculum Development	\$14,000	\$21,000	\$2,000	\$2,000
Program Manager (1.0)	\$27,500	\$55,000	\$55,000	\$55,000
Library (backfill)	\$0	\$2,850	\$2,850	\$2,850
Internship Coordinator (0.25)	\$0	\$0	\$12,000	\$12,000
Credentials evaluator (0.25)	\$0	\$7,500	\$7,500	\$7,500
Financial Aid Assistant (0.25)	\$0	\$11,514	\$11,514	\$11,514
Subtotal	\$41,500	\$153,864	\$164,864	\$164,864
Benefits@34.5%	\$14,318	\$53,083	\$56,878	\$56,878
Cost of Living@2%		\$3,077	\$3,297	\$3,297
Total	\$55,818	\$210,024	\$225,039	\$225,039

Item	Year 0	Year 1	Year 2	Year 3
Goods & Services - E	\$0	\$5,000	\$5,000	\$5,000
Travel (Professional Development) - G	\$2,500	\$5,000	\$5,000	\$5,000
Equipment - J	\$0	\$2,500	\$2,500	\$2,500
Marketing - C	\$5,000	\$5,000	\$5,000	\$3,000
Software - K	\$3,500	\$5,000	\$2,000	\$2,000
Library Materials - J	\$0	\$15,000	\$15,000	\$15,000
Total	\$11,000	\$37,500	\$34,500	\$32,500

Total Expenditures	\$66,818	\$247,524	\$259,539	\$257,539
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Revenues

Item	Year 0	Year 1	Year 2	Year 3
Resident Enrollments	0	25	50	50
Projected direct tuition revenue @ \$5,000 for 2016-17 and beyond	\$0	\$125,000	\$250,000	\$250,000
Pre-req and non matriculated revenue		\$7,500	\$15,000	\$15,000
Total Revenues	\$0	\$132,500	\$265,000	\$265,000

Profit: Revenue less Expenses	(\$66,818)	(\$115,024)	\$5,461	\$7,461
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Expenditures

1. \$14,000 plus benefits will be allocated to faculty for curriculum development, attendance at advisory committee meetings, etc. during the planning period.
2. Personnel for instruction include salary and benefits full-time faculty/coordinator in Year 1 of operation. Stipends for curriculum development and advisory committee coordination are included in this budget. Part-time instructors will be utilized beginning in Year 2. Once initial curriculum development is completed by the end of year 2, the full-time faculty member will begin teaching three courses and the remaining courses will be taught by part-time faculty. It is expected that students will complete many of their general education requirements by enrolling in existing 100 and 200-level courses.
3. A 300-level research and information class will be taught to first-year students that will involve library faculty. Funding is included for backfilling library staff time to enable this collaboration. The current library staff will facilitate materials selection and acquisition associated with expansion of the library to support the baccalaureate degree as well work directly with the BAS students.
4. The college will hire a program manager to manage the program, advise the students, coordinate marketing, outreach and program application and enrollment. This person has already been hired in anticipation of program approval.
5. The part-time (.25) Internship coordinator will be hired in Year 2.
6. A part-time (.25) Financial Aid assistant will be dedicated to the BAS students in Year 1 and will continue on an ongoing basis. This will support a dedicated staffer who will work exclusively with BAS students in all four of North's programs.
7. Benefits are calculated at 34.5% of salary.
8. Goods and services include desk supplies, and teaching and learning materials for the program.
9. Travel includes registration, hotel and travel expenses to conferences for faculty/staff professional development and local travel for the program manager.
10. Equipment includes the cost of computers and other instructional resources.
11. Marketing and outreach costs include brochures, college fairs, online advertising, etc.
12. Software includes purchasing and licensure for needed software resources related to PM BAS instruction and program operations.
13. Library materials include the acquisition of databases and magazines and other trade publications to support the increased emphasis on research.

Revenues

14. The college forecasts ongoing enrollment at 25 students per year for a total of 50 students in the program beginning in year 2, with ramp-up in Year 1. A few students will inevitably drop out, additional students may enroll in winter and spring quarters to make up vacancies. **For accuracy, however, the actual tuition revenue figure of \$5,000**

per matriculated student in the budget is based on actual BAS experience at North Seattle College taking into account typical student course-taking patterns and attrition rates. As mentioned above, the revenue projections take into account recently mandated reductions in tuition for upper division courses.

15. In addition to the one time allocations in Years 1 and 2 from college BAS resources, PM BAS program staff will work with the North Seattle Education fund (Advancement Office) to raise additional funds for both scholarships and operations from industry and other stakeholder groups.

The college realizes that with any new endeavor there may be start-up problems. If enrollment does not reach the enrollment targets listed here, or the attrition rate is higher than we anticipate, the college will underwrite the program until such time that the enrollment and retention have reached satisfactory numbers. **The college would need to make up \$5,000 for every matriculated student enrollment below the target numbers of 25 in year one and 50 students in subsequent years.**

6. Program-specific accreditation

The college will be submitting *The Prospectus for Minor Change* to the Northwest Commission on Colleges and Universities in September of this year. Former NSC President Mitsui received a letter from the commission dated November 26, 2012 granting *candidacy status* at the baccalaureate level and NSC was approved to begin enrolling students in our International Business program. In July 2016, after completing our seven-year review, North Seattle College received notification from the Northwest Commission that the college is now officially designated a baccalaureate degree granting institution. We are expecting approval from the Commission for this degree once the minor change process is completed this fall.

While there are no organizations that provide program accreditation for baccalaureate level property management programs, there are two key organizations that provide widely recognized industry certifications in residential and commercial property management (respectively): The [National Apartment Association Education Institute](#) (NAAEI) and the [Institute for Real Estate Management](#) (IREM). It is our intention to work with these organizations to ensure that our PM BAS program is on their list of approved programs, and that our graduates will be properly prepared to sit for some of their certification exams.

7. Pathway options beyond baccalaureate degree

There are multiple potential pathways for students who have completed this BAS degree, including graduate work in business, real estate, or professional accounting. North Seattle College has met or spoken with a number of colleges and universities to identify suitable

graduate programs for our graduates and already has an articulation agreement in place in anticipation of this offering.

Recently, the Seattle Colleges signed a memorandum of understanding and a program-specific articulation agreement with City University to help move students seamlessly between BAS programs and master's level programs at City U. The articulation agreement is attached in Appendix 4, and includes provisions that enable students who complete the PM BAS to have met all the required pre-requisites for entry into City U's Masters in Business Administration program.

Similarly, a master partnership agreement has been signed recently with Western Governors University–Washington stating that graduates of all Seattle Colleges BAS degree programs meet the entry requirements for all of WGU-W's Master's-level programs, except the Master's in Nursing program which requires a BSN for entry. The agreement also covers efforts to jointly market the articulated pathways. PM BAS graduates are also eligible for 5 percent tuition discount at WGU as part of the partnership.

Finally, UW does not offer any program similar to the RCPM BAS, but they do have a Master's degree program that would be a reasonable choice for program graduates. North Seattle College has begun discussions with the University of Washington–Seattle regarding articulation between our PM BAS program and the interdisciplinary Masters of Science in Real Estate at the Runstad Center for Real Estate Studies. **It is our intention to recruit a member of the Runstad Center faculty to the program advisory board.** In 2012, the Washington State University's Center for Real Estate Research merged with the UW's Runstad Center.

8. External expert evaluation of the program

External reviewers were sought from faculty of four-year Property Management programs and employer education and training experts. Two reviewers read the proposal and provided feedback on the quality of the program design through a rubric. The review rubrics and reviewer findings are summarized in the Appendix 5. Also included are North Seattle College responses to specific concerns and suggestions raised by the reviewers.

External Reviews were completed collaboratively by two independent professionals, Dr. Carla Earhart, Professor in the Residential Property Management Department at Ball State University in Muncie, Indiana, and Marie Virgilio, Vice President of Recruiting for Weidner Apartment Homes in Kirkland, Washington.

In addition to spending her entire career in the property management field, Ms. Virgilio serves as Vice Chair of the Ball State University Technical Advisory Board and is also on the Advisory Board at the University of Wisconsin - Stout for their Residential Property Management

Programs. She has expertise in both employer skill requirements for the profession, and education and training program design.

Dr. Carla Earhart is a tenured, full professor in the Department of Family & Consumer Sciences at Ball State University (Muncie IN). Having completed Master's and PhD degrees in Housing at Oklahoma State University, Dr. Earhart has taught at Ball State University for 25 years. She was the founding director of Ball State's Residential Property Management (RPM) Program in 1999, which was only the second RPM Program in the country at the time. Since then she has worked with other universities to develop academic programs in property management.

At Ball State University, Dr. Earhart teaches RPM classes both on campus and online, advises undergraduate and graduate-level RPM students, and coordinates the RPM Internship Program. Her scholarly work on perceptions of apartments/renting has been presented at state, national, and international conferences, many with students as co-authors.

Dr. Earhart's academic and scholarly work has been recognized with awards from the Ball State University Alumni Association, the National Apartment Association Education Institute, the Housing Education and Research Association, and the American Association of Family & Consumer Sciences. She also led a group of students to produce an Emmy-nominated documentary on children's perceptions of apartments.

Overall, the reviewers were very supportive of the program design and impressed with the planned level of student support. They expressed confidence that the program will be successful and meet a critical need in the community. The reviewers offered useful and specific suggestions for the faculty and Program Advisory Board to consider, especially with regard to the forthcoming curriculum development process, learning assessment, and linkages with recognized industry credentials and certification.

Appendix

1. Property Management BAS Program Advisory Board Members
2. Program Application
3. Application Scoring Matrix
4. Commitment Letters from Masters Programs
5. Applied Baccalaureate Program External Reviews

Appendix 1: Property Management BAS Program Advisory Board Members

Sloane Cerbana
Director of Career Development
WA Multi-Family Housing Association
425-656-9077

Bill Holt, BSCE, MA/ABS
Program Coordinator, Faculty - Business
Business, Engineering, & Information
Technology
North Seattle College
206-934-4523

Laura Hopkins
Dean for Business, Engineering & IT
North Seattle College
206-934-7798

David Krull, JD
Tenured Faculty South Seattle College
206-934-6726

John Lederer, Ed.D.
Executive Dean, Career and Workforce
Education
North Seattle College
206-934-4604

Sarah A. Levine
Director, Workforce Development
National Apartment Association Education
Institute
Arlington, VA
908-232-2635

Marla Lockhart, Faculty
Accounting Department Co-Coordinator
North Seattle College
206.934.6026

Richard Muhlebach
Real Estate Consultant
North Seattle College Real Estate TAC
206-660-6902

Cate O'Dahl, Faculty
North Seattle College Real Estate Program
Green RE Certificate Instructor
Real Estate Program Coordinator
206-934-3725

Paul Roggenkamp
Commercial Real Estate Executive
North Seattle College Real Estate TAC
253-350-1503

Marie Vilgilio
Vice-President, Recruiting
Weidner Homes
Kirkland, WA
425-831-3844

Jim Wiard, CPM
Executive Director
Washington State Multi-Family Housing
Association
Renton, WA
425-656-9077 ext. 302



2016



APPLICATION

PACKET –

DRAFT

Residential and Commercial Property Management

Bachelor of Applied Science

This is an application for admission to the North Seattle College Residential and Commercial Property Management Bachelor of Applied Science program.

Contact Name: TBD

Phone: (206) 934-XXXX

Fax: (206) 934-3735

Email: TBD

NORTH SEATTLE COLLEGE

One of the Seattle Colleges, North Seattle College does not discriminate on the basis of race or ethnicity, color, age, national origin, religion, marital status, gender, gender identity, sexual orientation, status as a veteran or disabled veteran, political affiliation or belief, citizenship/status as a lawfully admitted immigrant or disability.

APPLICATION CHECKLIST

Admission to the program is competitive. Meeting minimum requirements does not guarantee admission, as the number of qualified applicants may exceed the number of available enrollment spaces.

BEFORE YOU BEGIN: Apply for a Student Identification (SID) Number – If you have never attended North Seattle College. Go to <https://northseattle.edu/admissions/steps> and apply for admission to North Seattle College online. Once you apply to the College, you will be emailed an SID number to use on your BAS application form.

- Submit a completed application form for the Residential and Commercial Property Management Bachelor of Applied Science**
Note: Please make sure you have all elements to the application packet before sending to the HHS office.

- A non-refundable payment of \$35.00*** paid at the Cashier's Office. Complete the invoice (page 8) and bring it to the Cashier's Office with payment. You may request a credit card authorization form to submit if you are unable to pay in person on campus. Include paid invoice with application submission as proof of payment. *(This fee covers your application to NSC, transcript evaluation and your individualized program plan).* *Please contact the Program Manager if you would like to apply for a waiver.

- Unofficial transcripts** from a regionally accredited college demonstrating completion of an Associate degree OR equivalent credits.
 - *Note: Upon acceptance you will need to provide sealed official transcripts, opened official transcripts will not be accepted. Students who have attended NSC, SSC, or SCC do not need to order official transcripts from Seattle District colleges.*
 - *Note: If you are submitting an international transcript, you must also submit an agency evaluation; for more information, visit: <https://northseattle.edu/credentials/international-credits>*

- A personal statement** describing the following in 400-600 words. *A sample is available on our website.*
 - Your personal and professional goals and how this degree relates to those goals

- Any challenges or hardships you have overcome in pursuing your education or work goals
- Any other special considerations you believe will make you a good candidate

- **Résumé** describing your relevant work experience and skills. You may also use this as an opportunity to highlight any internship, work study, volunteering experiences, or other applicable activities in which you have participated. *A sample is available on our website.*

- **Review** the financial aid website at <http://northseattle.edu/financial> to get information about the application process and important deadlines. All financial aid applicants need to fill out the Free Application for Federal Student Aid (FAFSA) online at <http://www.fafsa.gov>. All students also need to submit a North Seattle College Data Sheet to the financial aid office for each academic year. *The quarterly application deadline for Winter 2016 is October 31, 2015.* All applicants must have a valid Student Aid Report (SAR) and a completed NSC Data Sheet on file to meet this deadline. If you have any questions please call the office at (206) 934-3688 or email at nscfinancialaid@seattlecolleges.edu.

We are now accepting State Employee Space-Based Tuition Waivers for Residential and Commercial Property Management (RCPM) 300/400 level courses. Please contact the program manager for information regarding the tuition waiver and how to apply.

ALL APPLICATION MATERIALS MUST BE ADDRESSED TO:

PROPERTY MANAGEMENT BAS PROGRAM

At _____ sion

North Seattle College
9600 College Way North, Seattle, WA 98103-3599

BACHELOR OF APPLIED SCIENCE RESIDENTIAL AND COMMERCIAL PROPERTY MANAGEMENT APPLICATION FORM

IMPORTANT NOTES:

- Please type or print legibly with a black or blue pen
- Enclose documentation (stamped invoice or other receipt) indicating completed payment of \$5.00 application fee (do not mail cash or checks).

SECTION 1 - PERSONAL INFORMATION

First Name		Middle Initial	Last Name		
Address, including apartment number			City	State	Zip Code
Day Phone		Cell Phone		Evening Phone	
Date of Birth (mm/dd/yyyy)			Gender <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other		
E-mail Address			Previous Names 1. _____ 2. _____		
Do you have a Social Security Number (SSN)? If yes, list here: --- ---		<p>Note: Your social security number is confidential and, under a federal law called the Family Educational Rights & Privacy Act, the college will protect it from unauthorized use and/or disclosure. In compliance with state/federal requirements, disclosure may be required for the purposes of state and federal financial aid, Hope/Lifetime Learning tax credits, academic transcripts, assessment or accountability research.</p> <p>Are you an International Student (here on a student visa)? Yes <input type="checkbox"/> No <input type="checkbox"/> Visa Type: _____</p> <p>Have you been granted Deferred Action for Childhood Arrivals (DACA)? Yes <input type="checkbox"/> No <input type="checkbox"/></p>			
Student Identification Number (SID) --- ---		<p>If you do not already have an SID number, go to https://northseattle.edu/admissions/steps and apply online. Once you finish the online application, you will be given an SID number.</p>			

SECTION 2 – COLLEGE ENROLLMENT HISTORY, COURSE PLANS, WORK EXPERIENCE

Year and quarter you plan to start: QUARTER: YEAR:	Are you the first generation in your family to attend college? <input type="checkbox"/> Yes <input type="checkbox"/> No		
College, vocational, or technical school attended/Degree in Progress	City, State, Country	Years attended (YY) From: To:	Did you graduate/or will graduate? <input type="checkbox"/> Yes, Year _____ <input type="checkbox"/> No, Month/Year
College, vocational, or technical school attended	City, State, Country	Years attended (YY) From: To:	Did you graduate? <input type="checkbox"/> Yes, Year _____ <input type="checkbox"/> No
College, vocational, or technical school attended	City, State, Country	Years attended (YY) From: To:	Did you graduate? <input type="checkbox"/> Yes, Year _____ <input type="checkbox"/> No

List any additional colleges and vocational/technical schools on a separate sheet of paper and attach. Please have official transcripts sent to NSC as directed in the application checklist.

Current degree(s) held, certification(s), and <i>briefly</i> list work experience		
List any additional degrees, certificates, or positions on a separate sheet of paper and attach.		
<i>Degree / Certificate / Position</i>	<i>Granting institution or organization / Place of employment</i>	<i>Date degree or certificate received/ Dates of employment</i>

SECTION 3 - RESIDENCY INFORMATION

Please read this notice before responding to the questions in this section:

Effective July 1, 2003, Washington State law changed the definition of "resident student." The law makes certain students, who are not permanent residents or citizens of the United States, eligible for resident student status - and eligible to pay resident tuition rates - when they attend public colleges and universities in this state. *The law does not make these students eligible to receive need-based state or federal financial aid.* To qualify for resident tuition, students must complete an affidavit/declaration/certification if they are not currently a permanent resident or citizen of the United States but intend to apply and have met one of the following conditions:

Condition One: (a.) Resided in Washington State for three years immediately prior to receiving a high school diploma, and (b.) Completed the full senior year at a Washington high school, and (c.) Continuously resided in the state since earning the high school diploma.

Condition Two: (a.) Completed the equivalent of a high school diploma, and (b.) Resided in Washington State for the three years immediately before receiving the equivalent of the diploma, and (c.) Continuously resided in the State since earning the equivalent of a high school diploma.

NOTE: If you meet one of the above conditions and would like to pay resident tuition rates, contact the office of Admissions, Records, Registration, and Credentials (ARRC) at (206) 934-3663 and request a copy of the HB 1079 residency affidavit.

Residency Questions for Tuition Purposes:

<p>1. Have you lived continuously in the State of Washington for the past 12 months? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If no, how long have you lived continuously in the state of Washington?</p> <p>_____ months</p>	<p>2. Were you claimed for federal income tax purposes by your mother, father, or your legal guardian in the current calendar year? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>In the past calendar year? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If YES, has your parent or legal guardian lived continuously in the Washington State for the past 12 months? <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No</p>
<p>3. Will a public or private non-federal agency/institution outside the state of Washington provide you with financial assistance to attend college?</p> <p>(answer yes only if your eligibility for this assistance is based on being a resident of that state)</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>4. Are you active duty military stationed in Washington or an active member of the Washington National Guard? <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No</p> <p>Are you the spouse or dependent of either (a) an active duty military person stationed in Washington, or (b) an active member of the Washington National Guard?</p> <p><input type="checkbox"/> Yes (COPY OF ORDERS TO WASHINGTON & MILITARY ID REQUIRED)</p> <p><input type="checkbox"/> No</p>

SECTION 4 – RACE/ETHNICITY INFORMATION

Providing this information is voluntary

<p>1. Which race or ethnicity do you consider yourself to be? Check all that apply:</p> <p><input type="checkbox"/> African American (872) <input type="checkbox"/> Alaska Native (015)</p> <p><input type="checkbox"/> American Indian (597) <input type="checkbox"/> Native Hawaiian (653)</p> <p><input type="checkbox"/> Chinese (605) <input type="checkbox"/> Filipino (608)</p> <p><input type="checkbox"/> Japanese (611) <input type="checkbox"/> Vietnamese (619)</p> <p><input type="checkbox"/> White (800) <input type="checkbox"/> Other Pacific Islander (681)</p> <p><input type="checkbox"/> Other Asian (621) <input type="checkbox"/> Other Race (specify): _____</p>	<p>2. Are you of Spanish/Hispanic/Latino ethnicity? <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes, Mexican, Mexican American, Chicano (722)</p> <p><input type="checkbox"/> Yes, Puerto Rican (727)</p> <p><input type="checkbox"/> Yes, Cuban (709)</p> <p><input type="checkbox"/> Yes, other Spanish, Hispanic, or Latino (Please specify): _____ _____</p>
--	---

SECTION 5 – OTHER

Check all that apply

1. How did you hear about the Bachelor of Applied Science in Property Management program at North Seattle College?

Employer: _____ Family / Friend: _____ Radio College Schedule Social Media

College Advisor Instructor: _____ NSC Website Seattle Colleges Website Search Engine (google, bing, yahoo, etc)

Bus Advertisements Billboard Other: _____

SECTION 6 – STATE EMPLOYEE TUITION EXEMPTION POLICY

I am applying as a Washington state employee and intend to use the Washington state employee tuition waiver. Please note that your application will be evaluated in a different applicant pool if you check this box. It is highly recommended that you meet with the RCPM BAS program manager to discuss the special conditions of this tuition waiver and how it will work in the RCPM BAS program.

I certify to the best of my knowledge that all statements on this form are true.

Signature: _____ Date: _____

Residential and Commercial Property Management Application Evaluation

Each application will be scored in the following areas:

- *Is the fully completed packet submitted by first consideration date which includes: application, personal statement, transcripts, resume, and receipt for \$35 fee or approved waiver? (If the deadline was missed, applicants are still encouraged to apply, but will not receive full points)*
- *Are all prerequisites complete? (Applicants who lack certain pre-requisites are still encouraged to apply, but will not receive full points)*

- *Is the Associate Degree Completed? (Applicants will also be considered if they have equivalent credits, and those who are near completion of the Associates Degree are also encouraged to apply, but will not receive full points)*
- *How successfully has the Personal Statement addressed the three questions asked?*
- *Where does the cumulative GPA fall between 2.0-4.0? (2.0 minimum required)*

SUMMARY: Washington State Community Colleges Tuition and Fees: Upper Division

Quarterly tuition is dependent upon the number of credits taken per quarter as well as the type of courses taken (100/200 level lower division general education classes or 300/400 upper division classes). Please note that tuition will be decreasing in 2016-17, according to state law. Details can be found at: http://www.sbctc.edu/college/f_tuition.aspx

Tuition and Fees Per Credit

2016-17	1-10 credits:	\$200.94 per credit;	11-18 credits:	\$10.01 per credit
2017-18	1-10 credits:	\$200.94 per credit;	11-18 credits:	\$10.01 per credit

Annual Total Tuition & Fees

2015-16	Approximate cost of fulltime annual tuition and fees	\$6,200
2016-17	Approximate cost of fulltime annual tuition and fees	<u>\$6,200</u>
Total approximate full time program cost of BAS program tuition and fees:		\$12,400

(Estimates assume 10 credits of RCPM courses and 5 credits of general education per quarter).



ARRC STAFF

Application for Evaluation of Incoming Credits

Student I.D. Number ____ / ____ / ____

Last Name _____ First Name _____ Birth Date _____

Please list all colleges, universities, military transcripts, international baccalaureate exam scores, or advanced placement exam scores to be evaluated. ARRC must have official transcript on file.

**Official transcripts do not need to be provided for Seattle Central or South Seattle College.*

- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

- International college transcripts must be translated into English and must also include a sealed official agency evaluation.
- At this time, North Seattle College does not accept transcripts via email. Electronic transcript options are only available from other WSTC schools. Speak with Admissions staff if you have questions prior to ordering your transcript.

By submitting this application, I agree:

- I have verified that *official transcripts from each college listed above have been received by North Seattle College. Check Degree Audit Notes: <https://northseattle.edu/online-services/degree-audit>
- I am admitted to North Seattle College or have been an actively enrolled student within 4 years. Returning students after 4 years or longer must submit an updated admissions application.
- Official credit evaluations may take 6-8 weeks to complete. Credentials cannot provide *unofficial* evaluations to students. Course review for entry codes, class placement, or academic planning purposes may be completed with unofficial transcripts taken to academic advising or BAS Program Manager.
- My contact information is up to date. Check the Student Services online portal. An email will be sent to me once my evaluation is complete with my results and a link to my updated Degree Audit.
- Any changes of program of study, additional/updated transcripts, or re-evaluation of a previous official evaluation done 2 years or more will require a NEW application.
- If requirements are not complete, I will be requested to submit a NEW application.

SELECT ONE (Required)

- Application Development [5BA]
- Early Childhood Education [40B]
- Residential and Commercial Property Management [###]
- International Business [24B]

The Seattle Colleges do not discriminate on the basis of race or ethnicity, color, age, national origin, religion, marital status, sex, gender, sexual orientation, gender identity, veteran or disabled veteran status, political affiliation or belief, citizenship/status as a lawfully admitted immigrant, or disability.

I agree to have my official transcripts from the above colleges evaluated for incoming credits.

STUDENT SIGNATURE

DATE

Appendix 3: Applicant Scoring Matrix

RESIDENTIAL AND COMMERCIAL PROPERTY MANAGEMENT BAS APPLICATIONS		
Element	Score	Max possible points
Fully completed packet submitted by first consideration date which includes: application, personal statement, transcripts, resume, and receipt for \$35 fee or approved waiver		10
Prerequisites complete?	___ all complete ___ missing one ___ missing two or more	20 10 0
Associate Degree Completed/Within 20 credits of completion		15
Personal Statement		35
GPA (2.0 minimum required)		20 (GPA x 5, 4.0 = 20)
Total Points		100

Appendix 4: Commitment Letters from Masters Programs

City University

Seattle Colleges Articulation to City University of Seattle Graduate Degrees

The following Seattle Colleges Bachelor of Applied Science degrees may directly articulate to meet admissions requirements as specified to City University of Seattle's (CityU) Graduate degrees.

All Seattle Colleges students must meet the bachelor degree completion requirements of a 2.0 minimum GPA and completed any required authorizations/fees for the program completion at the bachelor awarding school. Students must formally apply to City University of Seattle and send an official transcript showing the conferred bachelor's degree, which will meet admission requirements for the CityU plans specified below.

Some programs require subject matter specific prerequisites or credentials/GPA requirements, interviews with the program, and supplementary admission documents. Please see current admission requirements by visiting www.cityu.edu current catalog for additional information.

Programs offered at the Seattle Colleges eligible for entry to CityU graduate programs:

- Bachelor of Applied Science in Workforce and Trades Leadership
- Bachelor of Applied Science in IT Networking
- Bachelor of Science in Nursing
- Bachelor of Applied Science in Property Management
- Bachelor of Applied Science in Allied Health
- Bachelor of Applied Science in Application Development
- Bachelor of Applied Science in Applied Behavior Science
- Bachelor of Applied Science in Early Childhood Education
- Bachelor of Applied Science in Hospitality Management
- Bachelor of Applied Science in International Business
- Bachelor of Applied Science in Professional Technical Teacher Education
- Bachelor of Applied Science in Sustainable Building Science Technology

Master Programs offered at City University of Seattle:

Seattle Colleges students who complete any of the above listed Bachelor of Applied Sciences degrees will be eligible for enrollment in any of the CityU master's degree listed below. In a few cases, the programs have entrance requirements; these are clearly specified where they apply. If no entrance requirements are specified, then only the completion of the BAS degree is necessary for program admission.

School of Applied Leadership

- Master of Arts Leadership (36 qtr credits)
- Master of Arts Leadership Nonprofit Leadership (36 qtr credits)
- Master of Education in Adult Education (36 qtr credits)
- Master of Education in Adult Education TESOL (47 qtr credits)

Division of Arts and Sciences

The Division of Arts and Sciences requires each graduate student to have the bachelor degree final cumulative GPA of 2.75 minimum for program entry.

Both programs below require the candidate to submit writing samples/essays, CV/resume, background check, and an interview with the program director prior to program admission.

- Master of Arts Counseling Clinical Mental Health Counseling (90 qtr credits)
- Master of Arts Counseling Marriage, Couple and Family Counseling (90 qtr credits)

School of Management

- Master of Business Administration (48 qtr credits)
 - Students who do not have an undergraduate degree in a business related topic or who do not have five or more years of business experience will need to complete a prerequisite for this program. The prerequisite of MBA 11 – MBA Common Professional Components covers the depth needed to support continued success in the MBA.
 - This prerequisite is considered met, for Seattle Colleges students who have completed the **Bachelor of Applied Science International Business**, the **Bachelor of Applied Science in Property Management** or a similar program that covers sufficient business skills.
 - Additional available emphasis areas for the Master of Business Administration
 - Accounting
 - Change Leadership
 - Entrepreneurship
 - Finance
 - Global Management
 - Global Marketing
 - Human Resource Management
 - Project Management
 - Sustainable Business
 - Technology Management

- Master of Science Healthcare Administration (45 qtr credits)
- Master of Science Information Security (48 qtr credits)
- Master of Science Project Management (45 qtr credits)
- Master of Science Integrated Supply Chain Management (45 qtr credits)
- Master of Science Technology Management (45 qtr credits)
- Master of Science Computer Science (45 qtr credits)
 - This program requires that the following areas are met prior to graduate level course enrollment: 10 qtr credit hours of intermediate programming (in the same language); 5 qtr credits in networking; 5 qtr credits in database management; 5 qtr credits in operating systems. The candidate must also submit a CV/resume
 - Seattle Colleges students who complete the **Bachelor of Applied Science Degree in Application Development** will have met the following program prerequisites for this program through completion of the bachelor degree:
 - Programming
 - Database management

Gordon Albright School of Education

The Gordon Albright School of Education requires each graduate student to have the bachelor degree final cumulative GPA of 2.75 minimum for program entry.

- Master of Education Guidance and Counseling (49 qtr credits)
- Master of Education Guidance and Counseling with ESA (54 qtr credits)
- Master of Education in Curriculum and Instruction (45 qtr credits)
 - Additional available emphasis areas for the Master of Education in Curriculum and Instruction
 - Autism
 - Specialized Study
 - Technology
- Master of Education Leadership (45 qtr credits)
- Master of Education Reading and Literacy (45 qtr credits)
- Master of Education Special Education (48 qtr credits)
- Master of Education Administrator Certification (45 qtr credits)
 - Candidates must also provide proof of ESA certification, "Verification of Prerequisite Teaching or ESA Experience" form, CV/resume, complete the "Educational Leadership program: Writing Assessment" form, provide 3 professional references. Please contact the program for specific reference requirements.

All Master in Teaching program admission requirements in compliance with state regulations, for up-to-date information please visit www.cityu.edu. This information includes required entrance exams (such as the WEST-B or ACT/SAT) and in program required exams:

- Master in Teaching -Elementary Education and Special Education (69 qtr credits) *Washington*
- Master in Teaching Elementary Education (51 qtr credits) *Washington*
- Master in Teaching Elementary Education and English Language Learner (66 qtr credits) *Washington*
- Master in Teaching Elementary Education and Culturally and Linguistic Diverse Learners (49 qtr credits) *Washington Alternative Route program*
- Master in Teaching Elementary Education and Reading (58 qtr credits) *Washington*
- Master in Teaching Elementary Education and Special Education Low Incidence Disabilities (49 qtr credits) *Washington Alternative Route program*

Accepted for Seattle Colleges by:

Opil Washford
Signature

Chancellor
Title

6/27/2016
Date

Accepted for City University of Seattle by:

[Signature]
Signature

Provost
Title

7/14/16
Date



WGU WASHINGTON®

20435 72nd Ave. S. Suite, 301, Kent WA 98032, (206) 673-8560

Malcolm Grothe PhD
Associate Vice Chancellor
Seattle Colleges

May 31, 2016

Western Governors University Washington (WGU WA) is delighted to engage in a partnership with the Seattle Colleges (Colleges) to facilitate student transfer at the bachelor's and master's level.

WGU WA offers transfer pathways for students receiving an associate's degree from one of the Seattle Colleges (Seattle Central, North Seattle, and South Seattle colleges) according to the master agreement between the Washington State Board for Community and Technical Colleges and Western Governors University.

In addition, WGU has found the applied baccalaureate degree programs offered by the Colleges satisfy the bachelor degree requirement for admission into any of WGU's master's programs, with the exception of the Masters of Science in Nursing (MSN), where only students with Bachelors of Science in Nursing (BSN) are eligible to apply.

It is the intention of the Colleges and WGU that the partnership outlined in this letter agreement will inform and encourage the College's graduates to earn degrees to advance their personal and professional goals.

As your partner University, WGU Washington will offer your graduates a five percent (5%) tuition discount for up to four (4) academic terms. We will also modify your unique URL (http://washington.wgu.edu/admissions/cc_transfer) for each of your colleges as well as the general URL (http://washington.wgu.edu/admissions/cc_transfer) to include recognition of your bachelor programs as a pathway to our master's program.

In return, we request that you promote this opportunity by

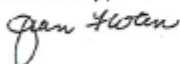
- Including WGU WA and its degree programs to your list of active transfer universities,
- Linking the above websites to your advising pages and including them in printed and social-media materials concerning degree pathways,
- Informing your graduating students about the Seattle Colleges/WGU partnership, and
- Highlighting the partnership and education benefits through your standard internal communication channels (such as advising centers, with program faculty, and emails to graduating bachelor's students).

WGU Washington staff will be available to participate in any local education or transfer fairs, prospective student information seminars, and "lunch and learn" presentations that you may desire. We ask for you to inform us of these opportunities.

These understandings serve as the basis of the Seattle Colleges/WGU partnership and may be modified by mutual written consent or terminated by either party upon thirty (30) days prior written notice. In the unlikely event the partnership is terminated, we agree that the Colleges' graduates then receiving any educational benefit described in this letter agreement will receive the full value of that benefit towards their studies as long as they remain in good academic standing at WGU.

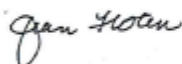
WGU is pleased to partner with the Colleges in providing these pathways. If this letter agreement accurately reflects your understanding of the partnership we discussed, please sign below and return a signed copy to me at jfloten@wgu.edu. Your contact person at WGU is Jeanie Belcher, jeanie.belcher@wgu.edu.

Sincerely,

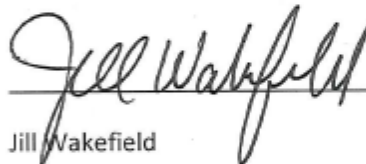


Jean Floten
Chancellor

Signatures of agreement:



Jean Floten
Chancellor, WGU Washington
Date: June 7, 2016



Jill Wakefield
Chancellor, Seattle Colleges

Date: 6/27/2016

C: Jeanie Belcher, CRM, WGU Washington

20435 72nd Ave. S. Suite, 301, Kent WA 98032, (206) 673-8560

Appendix 5: Applied Baccalaureate External Reviews

Applied Baccalaureate External Review Rubric

The purpose of document is to capture the external review of BAS proposals. This review should be completed by an independent, third-party evaluation by a person or team with subject/discipline expertise. The goal of the review is to verify credibility, design, relevance, baccalaureate rigor, and effectiveness of BAS proposals, as well as validate congruency and consistency of program and curriculum with current research and academic thinking. This document also provides critical feedback, and an opportunity for proposers to address potential concerns/issues/criticisms prior to final submission.

External Reviewers:

Carla Earhart, PhD, CFCS

Professor, Residential Property Management
Department of Family & Consumer Sciences
Ball State University
Muncie, IN
cearhart@bsu.edu

and

Marie Virgilio

Vice President of Recruiting
Weidner Apartment Homes
9757 NE Juanita Dr, Ste. 300
Kirkland, WA 98034
O (425) 821.3844 | F (877) 520.7520
Marie@weidner.com | weidner.com

The comments that follow were submitted jointly by Dr. Earhart and Ms. Virgilio.

Proposed Program in Residential and Commercial Property Management at North Seattle College

Review completed July 2016

a) Concept and overview: Is the overall concept of the degree program relevant and appropriate to current employer demands as well as to accepted academic standards? Will the program lead to job placement?

After reviewing the plans for the Residential and Commercial Property Management BAS Program, we would say that the program is relevant to employment needs and academically appropriate, and will definitely lead to job placement. We commend the group for doing extensive research on the need for this degree. However, we have some minor concerns which are addressed in our answers to other questions below.

b) Degree Learning Outcomes: Do the degree learning outcomes demonstrate appropriate baccalaureate degree rigor?

Yes, the learning outcomes of the degree plan demonstrate appropriate baccalaureate degree rigor. However, it is unclear how these learning outcomes will be measured. We would encourage the group to consider that issue moving forward. Such measurements might include completion of professional designation exams (knowledge), assessment of professionalism by internship supervisors, *etc.* Results from these assessments should then be used to guide curriculum revisions as needed.

Response: This recommendation is accepted and the selection of fair, accurate, and appropriate assessments is a key part of the normal curriculum development process that occurs following approval of this Degree program. This will be done in consultation with the program advisory board.

c) Curriculum Alignment: Does the curriculum align with the program's Statement of Needs Document?

Yes, the curriculum aligns well with the statement of need. However, the Statement of Need itself could be strengthened to provide greater support for the development of this degree. Some additional information sources to investigate include:

Data from the National Apartment Association and the National Multifamily Housing Council that provides state-level and metro-level information documenting the number of apartments, number of apartment residents, number of apartment-related jobs, *etc.* (See <http://www.WeAreApartments.org>).

Number of building permits for multifamily housing in Seattle and throughout the state, to show projected apartment growth and the subsequent need for staff

Number of openings for apartment-related onsite positions in Seattle and throughout the state and the number of days the positions have been open, to document the number of employment opportunities that remain unfilled for long periods of time due to the inability to find qualified candidates

We are not sure the statistics on the number of current property management employees who have college credits/degrees (which is higher than we would have expected) helps your proposal. The information provided leaves me wondering...

If so many employees already have some college education and are successfully employed in the industry, why is there a need for additional educational opportunities?

Where are current property management employees obtaining their education (institutions, content of these degrees, etc.)?

What is lacking in the education that is currently available?

Perhaps the current property management employees have college credits/degrees in unrelated areas. As a result, it would make sense to offer a degree that is specifically related to the needs of the property management industry. We believe that connecting all of this information in your Statement of Need will help your proposal.

Response: The comments by the External Reviewers are correct and data from the National Apartment Association and the Washington State Chapter of this Organization were reviewed and used as needed when determining the industry demand for this Degree Program. Representatives from both of these organizations are currently members of the Advisory Board to ensure program graduates are receiving relevant information. The *Statement of Need* document has been recently updated with more recent data.

The reviewers' comments suggest they may not fully understand the two-stage nature of the SBCTC review process and that the *Statement of Need* document (while it has been updated with more recent data) does not need to be augmented for this program to receive approval from the SBCTC.

The fact that many incumbents in Seattle-area property managers already have Bachelor's degree, NSC believes, supports the position that employers in Seattle seek property managers with bachelor's level education. However, their degrees are largely not in the field of property management and these degree-holders are older, nearing retirement, and need to be replaced with BA-level employees trained in property management. NSC believes these

facts substantiate the need for baccalaureate-trained property managers, as was stated in the *Statement of Need* document approved by the SBCTC in 2014.

d) Academic Relevance and Rigor: Do the core and elective courses align with employer needs and demands? Are the upper level courses, in particular, relevant to industry? Do the upper level courses demonstrate standard academic rigor for baccalaureate degrees?

Without seeing a full syllabus of each course, it is somewhat difficult to determine the content for the courses from the title/description alone. However, from the title/description of the courses, the courses do appear to be focused on content that will meet employer needs and demands.

As far as course titles go, we are not sure of the difference between a Practicum and an Internship; however, these students will need as much industry experience as possible (and as early as possible) before they graduate.

Without reading the description of the course RCPM 330 Diversity, we would not have had any idea that the course was related to Human Resources/Organizational Management. While diversity is a very important issue in this course, we would encourage NSC to examine other course titles that might be more reflective of the comprehensive focus of this course.

Something else NSC might consider as part of the degree plan is to require students to sit for the National Apartment Leasing Professional (NALP) and/or Certified Apartment Manager (CAM) designation exams as part of the degree requirements. If you are aligned with the National Apartment Association Education Institute, the cost for students to participate in these designation programs is very low (less than \$200 per designation). However, after graduation, the cost of completing the designation increases substantially...depending on the location/format, the cost may be over \$300 for NALP and over \$1000 for CAM. At a minimum, encourage your students to complete these designations as students instead of later when they become apartment industry professionals...resulting in cost savings for the students and benefits for the companies that hire them.

Response: The Diversity course was initially proposed to our Program Advisory Board as a “stand alone” course. The Board felt that it should be incorporate with other topics. The drafting of the specific curriculum and course outlines is scheduled to occur after approval of this degree program and the comments of these external reviewers regarding content and course title will be shared with the curriculum development team.

The Board also considered whether or not to incorporate these professional certifications within the BAS degree program. It was decided that the BAS Program should be more general in nature to make it more broadly applicable to many varied positions within the

broadest possible career choices of property management, including both commercial and residential property management. Students will receive information from their coursework encouraging and enabling them to take and pass these and other industry certifications alongside or upon completion of their BAS courses, based on the applicability of the credentials to their career goals and objectives.

e) General Education Requirements: Are the general education requirements suitable for a baccalaureate level program? Do the general education courses meet breadth and depth requirements?

Yes, the general education courses appear to be appropriate.

f) Preparation for Graduate Program Acceptance: Do the degree concept, learning outcomes and curriculum prepare graduates to enter and undertake suitable graduate degree programs?

Yes, the curriculum will provide the necessary education to prepare a student for a graduate degree...whether that is an MBA, Master's in real estate development, or advanced education in property management.

g) Faculty: Do program faculty qualifications appear adequate to teach and continuously improve the curriculum?

Yes, the qualifications for both full-time and part-time faculty appear to be appropriate. We are especially impressed that funds are available to assist with pedagogical skills of faculty as well as subject matter professional development.

h) Resources: Does the college demonstrate adequate resources to sustain and advance the program, including those necessary to support student and library services as well as facilities?

Yes, we must say that we are especially impressed with the level of student support being provided for this degree program.

However, it is unclear the amount of time that will be devoted to coordinating the property management internships...one place it says "half time", but it is listed as a quarter time position in the budget. We are also not clear if there is funding available for the internship coordinator to make visits to the internship sites...a valuable opportunity to assess students' learning through face-to-face interaction and also build a relationship with the site staff for future internship placement.

Response: The internship coordinator is listed in the budget as 0.25 FTE and that has been corrected in the text to be consistent. This program will be in an academic division that

already has a half-time internship coordinator for the International Business BAS degree program, so there are efficiencies of effort anticipated in providing support for two BAS programs simultaneously that is reflected in this budget.

i) Membership and Advisory Committee: Has the program received approval from an Advisory Committee? Has the program responded appropriately to its Advisory Committee's recommendations?

The degree plan has been created with the assistance and approval of an advisory group. It appears that this group will continue to be involved in the assessment and further development of the academic program.

j) Overall assessment and recommendations: Please summarize your overall assessment of the program.

We are pleased to see North Seattle College undertake the task of creating an undergraduate degree in property management. NSC has created a viable plan based on much research and input from stakeholders. We have only a few questions/recommendations which have been addressed earlier in my review responses. We wish you much success in carrying out the plan, and would be happy to provide further input as needed.